



**DEFENSE SUPPORT SERVICES CENTER
EMPLOYER SUPPORT OF THE GUARD AND RESERVE**
4800 MARK CENTER DRIVE, SUITE 05E22
ALEXANDRIA, VA 22350-4000

Change 1, February 3, 2025

OPERATING INSTRUCTION

SUBJECT: Employer Support of the Guard and Reserve (ESGR) Operating Instruction 1250.40, "ESGR Public Affairs Policy & Procedures"

- References:
- (a) Department of Defense Order of Precedence, August 24, 2022
 - (b) DoD Manual 5110.04-M-V1, DoD Manual for Written Material: Correspondence Management, October 26, 2010
 - (c) Employer Support of the Guard and Reserve Five-Year Strategic Plan, Fiscal Year 2023-2028, October 5, 2022
 - (d) ESGR Operating Instruction 1250.02, "ESGR Structure and Operating Procedures," April 9, 2020
 - (e) ESGR Instruction 1250.40, "ESGR Public Affairs Policy & Procedures," January 8, 2021 (hereby canceled)
 - (f) DoD 5500.7-R, "Joint Ethics Regulation," current version
 - (g) United States Office of Government Ethics Legal Advisory 15-03, "The Standards of Conduct as Applied to Personal Social Media Use," April 9, 2015
 - (h) <https://www.defense.gov/Resources/Trademarks/DOD-Trademark-Licensing-Guide/>
 - (i) DoD Instruction 5400.17, "Official Use of Social Media for Public Affairs Purposes,"
 - (j) DoD Instruction 5535.12, "DoD Branding and Trademark Licensing Program Implementation"

1. PURPOSE

Establishes policy and procedures for all public affairs (PA) activities initiated by Employer Support of the Guard and Reserve (ESGR) state committees (SCs). Establishes guidelines for use and reproduction of the ESGR logo.

2. APPLICABILITY

This ESGR operating instruction applies to Headquarters (HQ) ESGR, ESGR volunteers, and ESGR contracted personnel.

3. INFORMATION COLLECTION

3.1. Public Correspondence and Communications not requiring formal action are referred to in file number 701-03 of Office of the Secretary of Defense Deposition Schedule Series 700, titled Assistant to the Secretary of Defense (Public Affairs), Department of Defense, and have been assigned report control symbol GRS 6.4, item 020 (DAA-GRS-

2016-0005-0002) per the procedures in Volume 1 of DoD Manual 8910.01. Records related to correspondence and communications, including comments, to and from the public, that require no formal response or action are cut-off monthly and destroyed 90 days after cutoff.

4. DEFINITIONS

- 4.1. Digital media platforms: Includes www.ESGR.mil, FreedomAward.mil, Headquarters (HQ) ESGR, and state committee (SC) social media sites including, but not limited to, Facebook, LinkedIn, Twitter, Instagram, and YouTube.
- 4.2. ESGR Online Resources Library: The section on www.esgr.mil public website where sample letters, links to online courses for volunteers, and other information about ESGR.
- 4.3. ESGR Portal: The password protected ESGR member management system (MMS) where the volunteer directory, resources, logos, toolkits, and templates are stored, at <https://esgr.csd.disa.mil/>.
- 4.4. Headquarters (HQ) ESGR: Per DoDI 1205.22 led by the Executive Director (ED), HQ ESGR is comprised of military personnel and full-time civilian employees who administer ESGR programs and initiatives. HQ ESGR provides ombudsman services, conducts national employer and RC member outreach initiatives, and provides direction, training, and support to all ESGR SCs.
- 4.5. Local media outlet: Newspapers, radio stations, bloggers, freelance journalists, and television stations that primarily report on events of local interest, i.e., local affiliates of NBC, CBS, ABC, or FOX television stations, business journals, or community newspapers. Local media outlets do not include large media outlets that are based locally but have a national audience or readership, i.e., PBS, WGN News (Chicago).
- 4.6. Reserve Components (RCs): Reserve Components : Per DoDI 1235.12, the RCs of the armed forces are the: Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve.
- 4.7. Service PA: The PA offices or representatives for the Military Services, to include the RCs.
- 4.8. Statement of Support Program (SoS): Per ESGRI 1250.21, the purpose of the SoS program is to increase employer support by encouraging employers to act as advocates for employee participation in the military. Supportive employers are critical to maintaining the strength and readiness of the Nation's Guard and Reserve units.

5. ACRONYMS

ASD	Assistant Secretary of Defense
DoD	Department of Defense
ESGR	Employer Support of the Guard and Reserve
ESGR PA	Employer Support of the Guard and Reserve Public Affairs
HQ	Headquarters
M&RA	Manpower and Reserve Affairs
MMS	Member Management System (ESGR Portal)
OASD	Office of the Assistant Secretary of Defense
PA	Public Affairs
PAD	Public Affairs Director
PMS	Pantone Matching System
RC	Reserve Component
SC	State Committee

6. POLICY.

- 6.1. Increase visibility of ESGR activities in support of RC Service members and their employers to promote and further ESGR's brand identity and relevance, in alignment with the ESGR 5-Year Strategic Plan.
- 6.2. Encourage ESGR Public Affairs Directors (PADs) and HQ ESGR PA staff members to coordinate and communicate directly on the planning and execution of public affairs activities.
- 6.3. Refer or forward inquiries submitted directly to ESGR PA and/or, when applicable, SCs about non-public information from Congress, the Government Accountability Office, Department of Labor, Office of the Secretary of Defense, Office of Special Counsel, and other outside agencies on matters related to the Uniformed Services Employment and Reemployment Rights Act and ESGR programs, to HQ ESGR Staff.

7. RESPONSIBILITIES

7.1. HQ ESGR Public Affairs:

- 7.1.1. Annually, review PA templates by the end of the Fiscal Year.
- 7.1.2. Review and publish State Committee News articles within 3 business days for posting on www.esgr.mil public website.
- 7.1.3. Provide monthly training for committee PADs, PA assistants, and other committee volunteers if required.
- 7.1.4. Annually, coordinate with the Defense Human Resources Activity (DHRA) Office of General Counsel (OGC) to ensure ESGR's Logo registration with the U.S. Patent and Trademark Office is current, and work with DHRA OGC to submit the renewal when appropriate.
- 7.1.5. Quarterly, submit articles or advertisements (earned media) to RC magazines to support brand awareness.
- 7.1.6. Quarterly, coordinate content review of all ESGR public website pages by program SMEs, and submit report to the Chief, Operations. Update website as appropriate and retain copy of the report for the Managers' Internal Control Program.
- 7.1.7. Semiannually, conduct review of HQ and SC Social media sites.

7.2. State Chairs:

- 7.2.1. Appoint a PAD per ESGR Operating Instruction 1250.02 to manage and monitor their PA program.
- 7.2.2. Engage in PA activities at the state/territory and local level. Examples of PA activities include, but are not limited to, conferences representing a broad cross-section of employers, i.e., local Chamber of Commerce networking events, conferences focusing on RC Service members; public ceremonies; tradeshows; business association meetings or events; media interviews; advertisements in military and employer centric publications, and use of digital media platforms that support ESGR's mission.

7.3. PADs:

- 7.3.1. Lead all SC PA activities, in alignment with the goals of the ESGR 5-year Strategic Plan, which is available MMS.

7.3.2. Communicate the ESGR message to internal and external stakeholders through articles, media advisories and releases, and digital media platforms. A full position description is available in the MMS document library.

7.4. Volunteers:

7.4.1. Engage in SC PA activities that communicate the ESGR message to internal and external stakeholders through articles, photos, and digital media posts in coordination with the PAD and appropriate SC members. A full position description is available in the MMS document library.

8. ETHICAL CONSIDERATIONS

8.1. ESGR staff and volunteers will carry out all public affairs activities per the Joint Ethics Regulations and abide by Federal laws, regulations, and policies.

8.2. ESGR staff and volunteers will not officially endorse, or appear to endorse, any non-Federal entity pursuant to 32 CFR 213.3, event, product, service, or enterprise, including membership drives or fund-raising activities on behalf of DoD or ESGR.

8.3. ESGR staff and volunteers will not engage in PA activities that provide a select benefit to any individual, group, or organization.

8.4. ESGR staff and volunteers will not engage in PA activities in support of organizations whose membership or particular event restricts admission based upon race, creed, color, national origin, religion, disability, age, familial status, or sex; or whose constitutions, bylaws, membership qualifications, or rituals are withheld from the general public.

9. MEDIA RELATIONS

9.1. PADs should invite local media outlets and Military Service PA offices to cover employer support events, particularly employer award ceremonies, presentations, and Statement of Support signings.

9.1.1. The most effective method for inviting local media outlets to cover a local event is using a media advisory, followed up by a phone call or e-mail to the assignment editor or appropriate desk editor, usually the business desk. A sample media advisory is available in the MMS document library.

9.1.2. The most effective method for connecting with Military Service PA offices is to reach out to the media relations or PA point of contact listed on the local unit's website. HQ ESGR PA staff is available to assist in finding contacts as needed.

9.2. Issue or post a press release or article following an event or with a significant announcement, such as the appointment of a new state chair or events such as a Boss

Lift, awards ceremony, volunteer spotlight, and other events or accomplishments that highlight your respective committee. Sample templates for various ESGR events are available in the MMS document library.

- 9.3. Submit photographs with a press release, if available, with a minimum resolution of 220dpi; provide written captions that clearly identify who is in the photograph; and describe what they are doing. Action shots and candid photos are preferred to staged or group photos.

10. DIGITAL MEDIA

- 10.1. In order to engage with a broad spectrum of audiences, SCs should engage in at least one form of digital media communication, preferably Facebook or LinkedIn.
 - 10.1.1. DoD Social Media Registry: DoD requires digital media pages be registered with the DoD Social Media Registry, accessible at <https://dodcio.defense.gov/Social-Media/>. SCs must provide the Uniform Resource Locator (URL) for all digital media pages to HQ ESGR PA staff, who will complete the registration.
 - 10.1.2. Facebook: SC Facebook accounts will be a government page (not a group or individual profile) named with the state postal code, followed by Employer Support of the Guard and Reserve (e.g. AL Employer Support of the Guard and Reserve).
 - 10.1.2.1.1. Facebook feeds should be updated weekly with original content as well as other engagement via shares, likes, or comments on other pages.
 - 10.1.3. LinkedIn: SCs should keep their LinkedIn pages up to date and ensure appropriate points of contact information is available. Recommend updating LinkedIn pages weekly with original content or shared articles.
 - 10.1.4. Twitter: Name SC Twitter accounts with the state postal code, followed by an underscore and ESGR (e.g. AL_ESGR).
 - 10.1.5. Keep all digital media current and linked to the SC webpage in www.esgr.mil.
 - 10.1.6. When referencing the Secretary of Defense Employer Support Freedom Award, all hyperlinks will link to the Freedom Award website at www.freedomaward.mil.
- 10.2. HQ ESGR PA will conduct a quarterly review of www.ESGR.mil SC pages and semi-annual review of SC digital media sites to ensure content is accurate and up-to-date, and to encourage consistent use of digital media among SCs.

10.3. All SC digital media activity and individual volunteer digital media activity that references ESGR must comply with the United States Office of Government Ethics Legal Advisory 15-03, “The Standards of Conduct as Applied to Personal Social Media Use.” Contact HQ ESGR PA with any questions.

11. LOGO USAGE

11.1. All ESGR trademarks are the property of the U.S. Government. DoD policy requires ESGR, to administer its trademark and to follow the guidelines outlined in DoDI 5535.12, “DoD Branding and Trademark Licensing Program Implementation.”

11.2. Users of the ESGR trademark will guard the program’s right to the trademark and the public image.

11.3. ESGR strictly prohibits the use of logos or formats that deviate from this operating instruction.

11.4. Any requester, whether a government entity or private party (for example, any organization, business, or individuals, to include non-business groups or individuals, charities, and nonprofit organizations), must obtain HQ ESGR’s written authorization to use any ESGR name, logo, or trademark, including copy and design.

11.5. HQ ESGR will provide the logo files along with a written license to organizations authorized to use the ESGR logo.

11.5.1. The ESGR logo files are saved in the ESGR Portal (MMS Documents Library) to limit broad public access.

11.5.2. HQ ESGR will provide a written license via email to organizations authorized to use the logo. The written license will, per DoDI 5535.12: Identify in detail the marks the licensee is authorized to use; provide quality control guidelines for the licensee’s items bearing the marks; describe the manner in which the marks may be reproduced and used; and specify the term or duration of such authorization. A sample license template is available in Appendix 1.

11.6. Use of the ESGR name, trademark, or logo must meet the standards of quality and good taste as determined by HQ ESGR.

11.7. The use of any ESGR name, trademark, or logo in connection with alcoholic beverages; religious services, goods, or artifacts; sexually-oriented goods; toilet seats and the like; burial items; gambling or games of chance; and unfavorable references to the race, sex, national origin, religion, or disability of any person is strictly prohibited and will not be approved.

- 11.8. The ESGR logo must contain the ESGR acronym, with the U.S. Patent and Trademark Office Federal Trademark Registration Symbol (®), and “EMPLOYER SUPPORT OF THE GUARD AND RESERVE” below the acronym. See Appendix 1.
- 11.8.1. The ESGR logo must be reproduced using Arial font, in white, blue (Pantone Matching System (PMS) 287), and red (PMS 185). If a single color is the only option available, then utilize solid blue (PMS 287) with translucent color stars to allow the paper stock to show.
- 11.8.2. When using ESGR’s name in any text, write as “Employer Support of the Guard and Reserve,” always using the word “and” rather than the ampersand (&). When using the acronym, always write as ESGR with all letters capitalized with no spaces in between and no periods after, or between, the initials.
- 11.8.3. Do not recreate, typeset, or alter the logo in any way. Position the logo horizontally and use in the proportion and configuration shown in Appendix 2.
- 11.8.4. The logo may only be used to represent ESGR. HQ ESGR may create graphic elements (e.g. the “Proudly Supporting” graphic) to support official ESGR mission requirements.
- 11.8.5. HQ ESGR produces and makes available variations of these graphics via the MMS document library.
- 11.8.6. Forward concepts or requests for new graphic elements to HQ ESGR for review and approval prior to use. Only HQ ESGR may approve any product or material carrying marks representative of ESGR.
- 11.8.7. Refer to DoD Manual 5110.04-M-V1 for the use of the DoD seal on letterhead. See example in Appendix 3.

12. RESOURCES AND TRAINING

- 12.1. HQ ESGR PA can provide tools to help prepare for PA activities and events, including talking points, briefings, templates, and fact sheets. Send an email to OSD.ESGR-PA@mail.mil to request assistance.
- 12.2. Templates and badges for print and digital media platforms as well as radio public service announcements are available in the MMS document library or by contacting OSD.ESGR-PA@mail.mil. SCs should use these resources.
- 12.3. Employers and other organizations that ask to use ESGR image products, other than the ESGR or other DoD logo by itself, should use the social media badges available in

the MMS documents Library. Consult with HQ ESGR PA staff for options and assistance.

- 12.4. HQ ESGR PA will provide monthly training via teleconference, videoconference, slideshow presentation, classroom, or e-mail to train PADs, full-time staff, and other interested parties in communication and marketing strategies, developments, and best practices, to include digital media.
- 12.5. HQ ESGR PA will upload PA resources to the MMS document library. as they become available.

13. PROTOCOL

- 13.1. Per Federal regulations, all official events hosted by ESGR SCs must abide by Federal protocol standards outlined in the Department of Defense Order of Precedence Memorandum, which is available in the MMS document library.
- 13.2. HQ ESGR PA will address any required protocol direction not covered by the Order of Precedence Memorandum on an as needed basis.

14. COORDINATION

- 14.1. SCs may deal directly with local media outlets without coordination with HQ ESGR.
- 14.2. SCs should coordinate with HQ ESGR PA for assistance when dealing with local media outlets if they need assistance.
- 14.3. SCs should share any print, radio, or television coverage of local activities with HQ ESGR PA for amplification through HQ ESGR channels.
- 14.4. SCs should coordinate requests or queries from national media outlets or local media outlets with national audiences through HQ ESGR PA.
- 14.5. SCs should refer any media requests or queries regarding DoD policy to HQ ESGR PA at OSD.ESGR-PA@mail.mil.

15. EFFECTIVE DATE: Effective immediately. ESGR HQ will review this instruction on an annual basis.

Darren N. Bess, Captain, U.S. Navy
Executive Director

Appendix 1: Sample Trademark License Email Template

Dear [Insert organization representative name]:

ESGR hereby grants permission for [organization] to publish and/or use the ESGR logo/registered mark for purposes of [insert authorized purposes, i.e., of publicizing ESGR resources for Service members and Employers, etc.] for the duration of [one year, or duration applicable to the request]. The logo files in .eps and .jpg formats are attached.

By using the logo, ESGR does not imply endorsement of any organization, person, product, or service. The logo should not be displayed in any way that might imply endorsement.

The logo cannot be distorted, stretched, manipulated, or color enhanced.

[Organization] must comply with all requirements surrounding display and use of the ESGR logo outlined in section 11.8 of ESGR instruction 1250.40, ESGR Public Affairs Policy and Procedures, available [insert link to instruction.]

ESGR may revoke the right to use the logo at any time if organization does not comply with the provisions of this message.

Please address any questions to HQ Public Affairs staff at OSD.ESGR-PA@mail.mil.

NOTE: Only HQ ESGR Public Affairs, Executive Director, or Deputy Executive Director may approve the use of ESGR's register logo.

Appendix 2: ESGR Logo



Appendix 3: Example (Picture) of State Committee Letterhead Template



[STATE COMMITTEE]¶
EMPLOYER SUPPORT OF THE GUARD AND RESERVE¶
STREET ADDRESS¶
CITY, STATE, ZIP+4¶
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NOTE: Consult DoD Manual 5110.04-M-V1, DoD Manual for Written Material: Correspondence Management, for letter and memorandum formatting.

CHANGE AND REVIEW LOG

Review the Instructions at least annually to ensure:

- (a) References are current
- (b) Changes in procedures are documented
- (c) Necessary revisions are published

Maintain this record throughout the life of the document.

Date	Author	Version	Reason
Jan 17	Julie and Joe	1 & 2	Updated format and general guidance
Jan 23	Frank	3	Updated format and ED signature block
Feb 2	Frank	4	Added change log
Mar 6	Frank	5	Added DoDI 5400.17 as a reference, updated the date on Order of precedence reference, referenced MMS Documents library as needed, reformatted paragraph 11.8.1 and all subparagraphs.
Feb 3, 2025	Bob Lyon	Change 1	Changed gender to sex per DoD memorandum Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government dated January 31, 2025